



COMMANDER'S VISION AND GUIDANCE
United States Fleet Forces Command
Admiral Bill Gortney, Commander
Norfolk, Virginia – October 2012

EXECUTIVE SUMMARY

In support of CNO's "wholeness" concept and the three tenets of CNO's Navigation Plan (Warfighting First, Operate Forward, and Be Ready), Fleet Forces has designed an integrated approach to the production and delivery of readiness. This approach will cultivate cross-Navy alignment, integrate decision-making processes, increase predictability, and enhance our effectiveness. The purpose of this document is to share with you my Commander's Intent and introduce our strategic framework, designed to provide focus and direction as we continue to execute our mission. We must not forget, as we navigate in this highly-dynamic and increasingly resource-constrained environment, Warfighting is first, but hollowness is not an option.

The Fleet Forces mission has not changed. We must continue to train, certify, and provide combat-ready Navy forces to Combatant Commanders, and these forces must be capable of conducting prompt, sustained naval, joint, and combined operations in support of U.S. national interests. In addition, we must continue to command and control subordinate Navy forces and shore activities during the planning and execution of assigned service functions in support of CNO; provide operational planning and coordination support to U.S. Northern Command, U.S. Element NORAD, and U.S. Strategic Command; and command and control subordinate forces during the planning and execution of joint missions as the Joint Forces Maritime Component Commander North (JFMCC-N) to U.S. Northern Command.

To successfully execute our mission, we must:

- Support and defend our homeland
- Send forward-deployed warfighters the most lethal Naval Forces possible
- Standardize readiness processes
- Drive costs down, and increase readiness effectiveness
- Harness the power of properly trained and aligned staffs
- Synchronize actions and messages to produce effects
- Hold Commanders and Leaders accountable for results

I will hold myself accountable for the above.

SITUATION

For the foreseeable future, our operating environment will be defined by four predominant characteristics: (1) decreasing resources, (2) increasing operational demands, (3) evolving capabilities, and (4) emerging threats. Decreasing resources will require leaders at all levels to continually examine how available resources can be best aligned to their requirements.

Simultaneously, operational demands are likely to increase, despite the continuing drawdown in Afghanistan, and the capabilities of our adversaries and potential adversaries continue to evolve. Some of the emerging threats we might encounter include increasingly sophisticated asymmetric capabilities, electronic and cyber warfare, ballistic and cruise missiles, advanced air defenses, and the proliferation of sophisticated weapons and technology to non-state actors.

OPERATIONAL DESIGN

Our integrated approach to our mission will harness the power of a properly trained and aligned staff to accomplish our responsibilities as the chief advocate for the warfighter and to drive readiness production in the Fleet. To stay ahead of the likely impacts of the environmental forces described above, especially continued fiscal austerity and increasing operational costs, we will expand the scope of how we view the production of readiness. We can no longer afford to limit ourselves exclusively to the resources and staffs traditionally aligned under Fleet Forces control. We must broaden the aperture to ensure that our policies, resources, and products are what we need to execute the Fleet Response Training Plan (FRTTP) and deliver the right capability to the Numbered Fleet Commanders. This approach requires us to rethink and codify key supported and supporting relationships for effective execution, both internally and across the Navy.

Lines of Operation

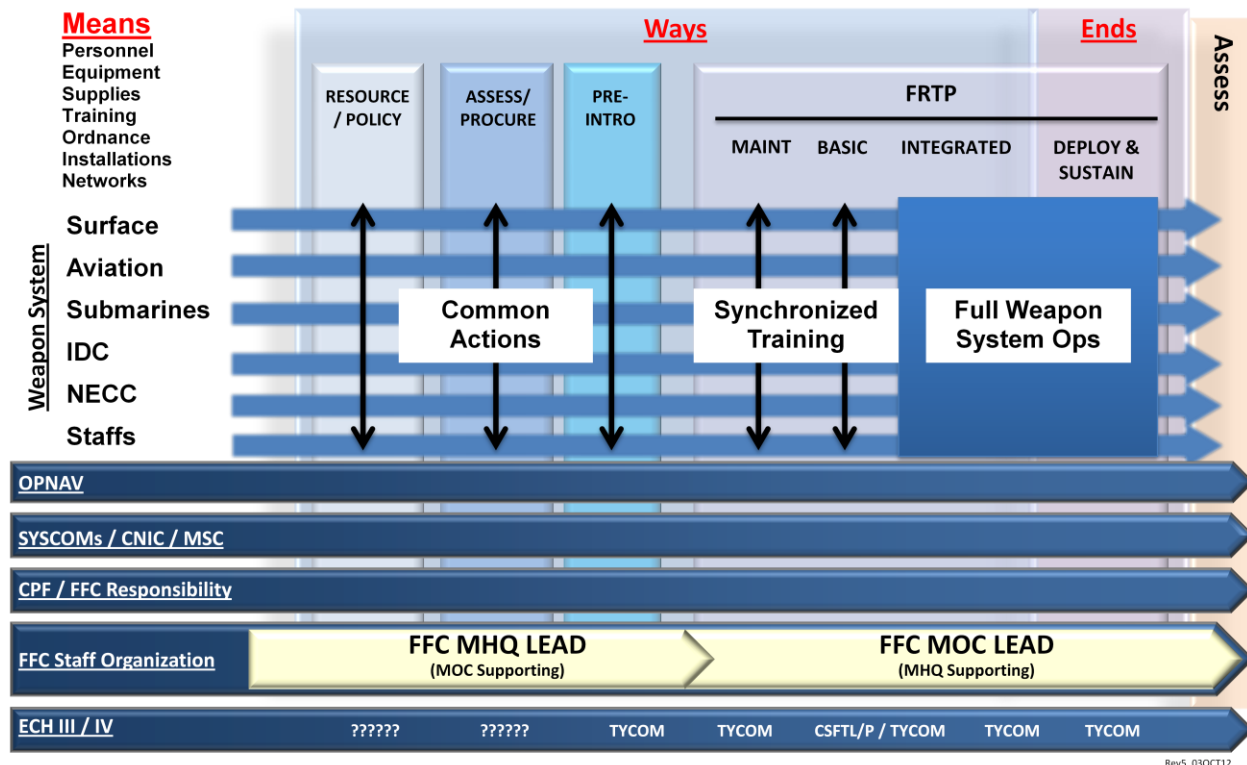
Our effort to accomplish mission is divided into five Lines of Operation (LOOs). The five LOOs are (1) Joint and Fleet Operations; (2) Warfighting and Readiness; (3) Global Force Management; (4) Sailors, Civilians, and their Families; and (5) Safety. Primary ownership of these LOOs has been assigned at the two-star level, as described in the “Staff Structure and Battle Rhythm” section below.

- ▶ Joint and Fleet Operations: Providing operational planning, coordination support, and command and control of subordinate forces as assigned.
- ▶ Warfighting and Readiness: Producing warriors and readiness to send to forward-deployed naval commanders.
- ▶ Global Force Management: Aligning Navy force assignment, apportionment, and allocation methodologies, and assessing sourcing risk solutions and mitigation options. This is an enabling LOO, guided and driven by formal processes in the Joint Strategic Planning System.
- ▶ Sailors, Civilians, and Families: Enabling and supporting our sailors, civilians, and their families, and upholding the covenant to ably lead, equip, train, and motivate.
- ▶ Safety: Enhancing operational readiness and mission accomplishment by maintaining an aggressive safety program. This includes safety at work and on liberty. This LOO underpins all other LOOs.

Our dominant LOO is Warfighting and Readiness, and our approach to this LOO is guided by the Readiness Kill Chain (RKC).

Readiness Kill Chain (RKC)

The RKC is the end-to-end process for ensuring tight coordination across Fleets, SYSCOMs, and TYCOMs, and other partners throughout the readiness production battle space. Like any sound strategy, the RKC incorporates ends, ways, and means. Specifically, it identifies the resources that will be used (means), how will they be used (ways), and the desired strategic outcomes (ends). In our RKC, the readiness pillars (personnel, equipment, supplies, training, ordnance, installations, and networks) are the means; the procurement, acquisition, and early FRTP phases are the ways; and ready, forward-deployed forces are the ends.



Defined correctly, the RKC encompasses the entire Navy. Everyone is part of the RKC, and everyone must know and understand their place and role to effectively influence all factors. The key to effective execution will be the ability for the Fleet to shape activities early enough in the RKC to maximize the relevance and quality of all inputs for the FRTP process. Success will be determined by the strength of the working relationships among all Echelons, including the CNO and Secretariat staffs. This will require the understanding and codification of key supported and supporting relationships with the TYCOMS, SYSCOMS, CNIC, OPNAV, and SECNAV.

Although assessment is the final piece of the RKC, it is really the beginning of how we will increase effectiveness and maintain relevance in the production of readiness. The end-to-end process pictured above is actually an iterative process that must continually evolve and adapt to the environment. The ability to assess and obtain feedback from the warfighter will be the foundation of our readiness production.

To lead the execution of the RKC, we will realign our staff structure and implement a complementary Battle Rhythm, as described in the following section. When we are done, we will be able to collaborate and coordinate effectively, make decisions quickly, and prioritize the allocation of resources in order to effectively manage the RKC.

Staff Structure and Battle Rhythm

To effectively organize our staff in support of RKC execution, we have realigned to a Maritime Operations Center (MOC) and Maritime Headquarters (MHQ) structure. The MOC has the lead for all phases of the FRTP cycle (the “right side” of the RKC). The MHQ has the lead for all phases prior to the FRTP (the “left side” of the RKC), including resourcing, policy development, assessment, procurement, and pre-introduction. Also, the MOC owns the “Joint and Fleet Operations” LOO, while the MHQ owns the “Sailors, Civilians, and Families” LOO. The “Warfighting and Readiness” and “Safety” LOOs are owned jointly by both MOC and MHQ. The “Global Force Management” LOO is a process that is owned and executed in the MOC. The Director, Maritime Operations (DMO) and the Director, Maritime Headquarters (DMHQ) must operate as both supported and supporting commanders, managing the transitions between those roles, as guided by the RKC.

Successfully managing these supported and supporting relationships requires more than just communications and coordination. It requires the full integration of schedules, priorities, and staffs to achieve a common end. Therefore, our Battle Rhythm has been designed to communicate, prioritize, align, and synchronize our efforts. Our routine Battle Rhythm is designed to facilitate tight internal coordination of roles, responsibilities, and outcomes within the MHQ/MOC structure. Daily, weekly, monthly, and quarterly events bring together the right people on a regular, recurring basis to address and resolve issues at the tactical, operational, and strategic levels. This synchronization enables senior leaders and staffs to plan proactively and remove any barriers to execution as early and as quickly as possible.

This document reflects my vision and guidance for effective execution of the RKC. Executing our mission will require unified action between the Fleets and within our respective chains of command. We will walk the walk of our “Two Fleets, One Voice” message. Our MHQ/MOC structure and our complementary Battle Rhythm will drive tight internal coordination and collaboration, thereby enhancing our effectiveness in executing the RKC, and expanding our influence as the chief advocate for the Fleet. Ultimately, everyone in the Navy will understand the importance of their role in delivering readiness to our forward-deployed warfighters.

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